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MEMORANDUM FOR: Deputy Director for Administration

FROM : Harry E. Fitzwater  
Director of Training

SUBJECT : Leadership Training

REFERENCE : Memorandum from DDA to D/MS and DTR;  
[REDACTED]  
20 July 1976, and DDCI's Handwritten  
Notes of 17 July 1976

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1. It is most gratifying to have the support and interest of the DDCI and yourself in the leadership training programs as it demonstrates how important top management regards these undertakings for the Agency.

2. Mr. Knoche indicates his concern that we not put all our eggs in one basket by virtue of a single approach to leadership training. OTR's management training curriculum seeks to avoid concentrating on or even a bias in favor of one management training philosophy or technique. In order to be practical, we are working to increase the coverage in our training courses of the procedures which the supervisor or manager in CIA should know today--financial (budget and program call), personnel (PDP, APP, CSGA and PCR), and overall management (MBO). At the same time, we are continuing to examine in our courses managerial styles and the behavioral characteristics of subordinates. These examinations follow a number of approaches. The [REDACTED]

ship) add two new stimulating approaches, over and above ongoing programs such as the "Managerial Grid," "Problem Solving and Decision Making" as developed by the Kepner-Tregoe organization, and our own in-house products such as the "Management Seminar." OMS and OTR currently exercise joint responsibility for maintaining awareness and evaluating the potential of new approaches through the newly-created Leadership Development Group. Further, we

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continue to enroll senior and middle-level managers in a variety of external management programs including the Federal Executive Institute, the other Civil Service courses, and the management courses at Penn State, Harvard, Cornell, and other universities.

3. As indicated in paragraph 2 of the reference, the DDCI's second point poses a particularly profound question: how do we in CIA confront problems of balancing the need for "bold creativity" with the need to be "ethical, proper and legal?" It seems to us that a several-fold approach would be best--one which builds on some of the ongoing activities and perhaps expands selectively.

a. "Leadership Development Course": As noted above, this course is now being developed and will be conducted jointly by OMS/PSS and OTR/MATB. It provides an excellent framework in which to deal concurrently with creativity and restraints. The course uses an eight-phase model for bringing about change and dealing with problems. The first phase is "assessment" in which the decision maker/planner/manager gathers all relevant available information including such factors as the psycho-social milieu, the organization's cultural ethos, legal restrictions, availability of resources, and others. In developing and applying this phase of the course, the joint OMS/OTR staff will bear in mind Mr. Knoche's concern.

b. [REDACTED] will be visiting the Agency on 30 August under his consultative arrangement with OMS. The Leadership Development Group will meet with him to exchange views, and I am asking that they explore with him what might be covered along these lines in the next running of the [REDACTED] Seminar in November. They will also ask [REDACTED] about the work of other individuals on creativity and constraints. We will report following the meeting.

c. Other Courses: We believe that the subject matter enveloped by Mr. Knoche's point goes beyond management training and is worth emphasizing in other courses. These, quite obviously,

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include operations training such as the "Operations Course" and the "Senior Operations Course," and general offerings such as the "CIA Senior Seminar," the "Midcareer Course," and "CIA Today and Tomorrow," as well as the newly-revised orientation course, "Introduction to CIA" (replacement for the "Intelligence and World Affairs" course). As you know, these courses include a variety of guest speakers drawn from top Agency management, the Office of General Counsel, Office of Inspector General, and Comptroller. As feasible, these speakers will be encouraged to cover various aspects involved in Mr. Knoche's equation.

4. In addition to the above initiatives, it seems to us that there is still a good deal of substantive ground to be plowed. Answers to the issues conjured up by Mr. Knoche's question at this point are partial or just emerging. Probably classification of the legal restrictions centering around Executive Order 11905, while by no means fully apparent, will prove to be easier than issues arising in the ethical area or in terms of what is "proper" in today's climate. One way of assisting the Agency to get a better handle on this area might be to bring together a number of our top managers and livelier thinkers in a "symposium." The symposium would be conducted under the auspices of the Center for the Study of Intelligence, as discussed with you in our MBO sessions. We would envisage a series of talks and/or papers, hopefully well-defined and certainly commissioned well in advance, and delivered over a two-day period [REDACTED] in this building, or in Headquarters. In launching such an effort, we think that the somewhat intangible and sensitive nature of these problems would make it imperative that Mr. Knoche, at a minimum, fully endorse this undertaking, and preferably participate in it. We would look to the results of such a symposium to provide bench-marks for the Agency and give the kind of substantive inputs needed to deal with Mr. Knoche's question in our training program.

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